

# REQUEST FOR PROPOSAL

## Managed IT Services



[www.pvrpd.org](http://www.pvrpd.org) • 805-482-1996

Submit Proposals to:  
Pleasant Valley Recreation and Park District  
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**RFP responses are to be received until February 7, 2022**

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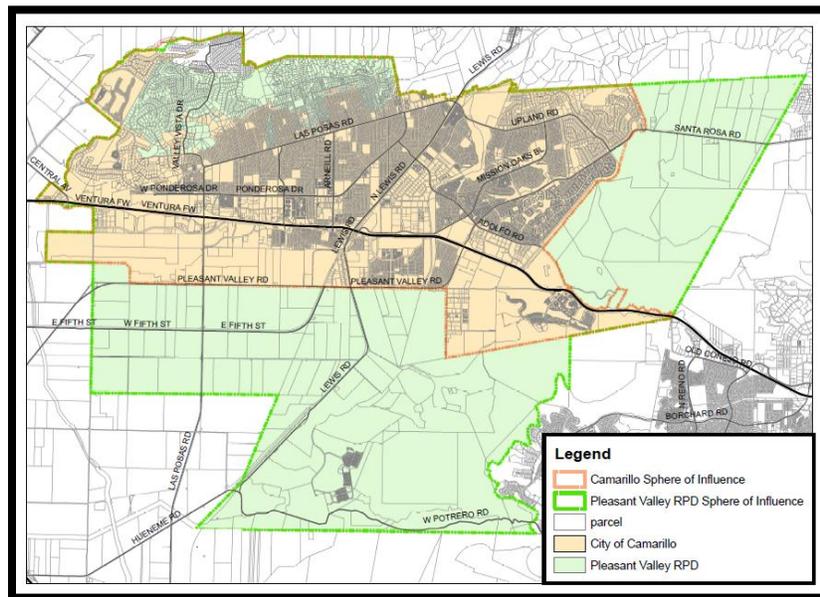
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## Introduction

The Pleasant Valley Recreation and Park District (“District”) is issuing this Request for Proposals (“RFP”) from qualified consulting firms to submit a proposal for Managed IT Services.

The District, an independent special district, was formed in January 1962 under the State Public Resources Code of California. The birth of the District was approved by the voters in the wider Camarillo community to provide quality programs, parks and facilities that could be enjoyed by everyone. The District encompasses the City of Camarillo (“City”) and surrounding areas, serves a population of over 70,000, and covers an area of approximately 45 square miles. It has grown from one park to 28 parks since its inception 60 years ago. Within the District, a variety of recreational facilities exist including: a senior center, an indoor aquatic center, a community center, dog parks, lighted ball fields, tennis courts, a running track, walking paths, premier soccer fields, hiking trails, a nature center, picnic pavilions, children’s play equipment, and barbecue areas.

Below is a map that displays the District’s and City’s respective Spheres of Influence:



## Project Background

This section will cover the following:

1. Physical Network Layout
2. Logical Network Layout
3. IT Enterprise Infrastructure, Hardware & Software Standards
4. Enterprise Applications
5. Current IT Services
6. Phone Support Environment

### 1. Physical Network Layout

The District’s network consists of four sites: The Community Center Admin Office, Senior Center, Parks Maintenance Office, and Aquatics Center. The core network infrastructure is housed at the Community Center. At each site, all workstations connect to the network over Ethernet. Public wi-fi is available at the Community Center and Senior Center and does not include access to the District’s internal network. An additional server is maintained at the Community Center providing storage for the District’s bookkeeping and accounting software. There are twenty-eight individual workstations.

### 2. Logical Network Layout

The District’s network has a traditional star topology with workstations at the Park Maintenance Office, Community Center, Senior Center, and Aquatics Center directly linked to a central server located at the Community Center.

### 3. IT Enterprise Infrastructure, Hardware & Software Standards

The District has identified the following IT standards for upgrades or new projects:

INFRASTRUCTURE	
Component	Standard/Version
SERVER	
Operating System	Microsoft Windows Server
PHONE	
VoIP, Voicemail	Yealink

SECURITY / RECOVERY	
Component	Standard/Version
CLOUD / HOSTED PLATFORM	
Data Transfer	Secure FTP & HTTPS
Security Standards	TLS

DESKTOP / MOBILE	
Component	Standard/Version
DESKTOP / LAPTOP COMPUTER	
Hardware	16 GB RAM minimum, Intel i7 CPU minimum
Operating System	Microsoft Windows 10 Professional
TABLET COMPUTER	
Operating System	Microsoft Windows, Android

OFFICE APPS / MESSAGING	
Email	Microsoft Exchange Online
Productivity	Office 365
MANAGED COPIER/PRINTER/SCANNER	
Multi-Function	Konica-Minolta
Laser Printers	Konica-Minolta

#### 4. Enterprise Applications

In addition to the standard Office Suite, District departments utilize the following enterprise applications:

Vendor	Product	System Purpose	Categories, Layers, or Modules
Amilia	Smart Rec	Recreation Software	Online Registration, Online Payments, Track Class Registration
Microsoft	Exchange Online	Email System	Enterprise Electronic Mail
Microsoft	Office 365	Office Productivity Suite	The fully installed applications include: Word, Excel, PowerPoint, OneNote, and Outlook
Springbrook	Springbrook Software v7	Financial System Human Resources	AP/AR, GL, Payroll, Purchasing, Fixed Assets, Cash Receipts, Bank Reconciliation, Financial Reporting, Budgeting, Time Keeping (electronic), Job/Pay Classification, Personnel Maintenance Benefits, Administration Position Control
Streamline	Streamline	District Website	Content management for web posting/calendars/documents, Web applications

#### 5. Current IT Services

The District contracts all major IT services out to one contractor except for one copier and two office printers, which are managed through Konica-Minolta. Of utmost importance among those services are the District’s server backup, network maintenance, and workstation maintenance.

#### 6. Phone Support Environment

Currently, the District does not have a formal help desk setup. IT calls are first routed through an internal staff member with IT familiarity and then elevated when necessary to the District’s current IT services Provider. Currently the District budgets for one call per month per employee.

## Project Goal

The intent in soliciting proposals is to accurately enumerate the District's managed IT services, obtain cost savings, and to allow for a competitive process while maintaining an acceptable level of quality and expertise for these critical IT service functions within the District.

In order to attain this purpose, the contractor will generally need to, at minimum: evaluate the suitability of the current hardware and software ecosystem for the District; identify any areas of obvious need; determine the approximate time and cost required to manage the District's current IT services; provide reasonable estimates of the cost of implementing the optional items within the project scope; and provide a limited number of case studies from similar efforts with an emphasis on financing the construction.

## Project Scope

A key objective in this project is to maintain the current level of IT services while examining areas for improvement and identifying opportunities for cost savings. Thus, this request will include many optional proposal opportunities. The following tasks provide a means for completing this objective.

### 1. Perform an IT Environment Evaluation

- I. District hardware asset inventory and analysis
- II. District software asset inventory and analysis

*Task Deliverables: A complete inventory and level of service analysis of the current IT environment.*

### 2. Determine Current and Future District IT Infrastructure and Service Needs

- I. Perform an IT environment evaluation
- II. Review and evaluate industry standards and trends

*Task Deliverables: The consultant shall prepare summary reports and supporting data for all activities.*

### 3. Identify Appropriate Cloud Backup Services for District Data

- I. Review comparable government agency solutions
- II. Verify data center geographic location

*Task Deliverables: Develop a list, including prices, comparing services offered by at least three different cloud backup Service Providers.*

### 4. Evaluate Minimum District IT Service Requirements

- I. Phone coverage for the District's phone support needs from the hours of 8 am to 5 pm PST, Monday to Friday
- II. PC or other computing device deployment, administration, and support; technical support of moves, adds and changes; application troubleshooting and support of office productivity tools such as

- Microsoft Word, PowerPoint, Excel, Adobe Acrobat and other common District-wide applications
- III. VPN Configuration between all locations and Road Warrior configuration
- IV. Firewall and router maintenance at three office locations
- V. Main file server, remote file server, accounting server, and legacy server maintenance and support
- VI. Public wireless access maintenance
- VII. Layer two switching equipment maintenance and support
- VIII. Annual software account maintenance

*Task Deliverables: Develop a summary report that breaks down the staffing needs and costs required to perform these basic services.*

**5. (OPTIONAL) Identify User Training Opportunities**

- I. Provide a list of group training programs suitable for the District’s size and employee skill-level with a focus on common District tools, particularly Office 365 apps the District currently may be underutilizing

*Task Deliverables: Develop an electronic class list of available training opportunities with the ability to be sorted by skill level, time offered, and relevant application. Additionally, provide a calendarized copy of the list.*

**6. (OPTIONAL) Provide Software Recommendations for Increasing Staff Productivity and Security**

- I. Online job applications
- II. Record management
- III. License and agreement tracking
- IV. IT documentation/inventory management

*Task Deliverables: Develop a comprehensive report including a la carte cost estimates, examples of systems in use by other recreation agencies/districts and include justifications for software recommendations.*

As part of this RFP, PVRPD has requirements for the following services. Staff realizes that not every PROVIDER will be able to provide all the services listed below, but the District encourages you to respond regardless.

- **Server & Network System Monitoring:** The Provider must provide 24x7 monitoring of PVRPD’s server & network system with proactive communication and escalation protocols based on the severity of any unscheduled outages.

- **Patch Management Services & Preventative Maintenance:** The Provider must provide management of critical security and system patches to all servers and systems on the network to ensure PVRPD's IT/OT systems and resources are properly managed and maintained.
- **Business Continuity and Disaster Recovery:** The Provider must be able to support PVRPD's ability to recover based on the Recovery Time Objective (RTO) and Recovery Point Objective (RPO) agreed upon by organizational constituents. In addition, backup and redundancy should be used to support this need.
- **Remote Backup:** The Provider must execute a nightly backup plan for the critical servers, including a regularly tested recovery process.
- **Email/Collaboration System Management:** PVRPD requires the management and administration of its cloud-based MS-Exchange email system, MS Office 365, MS Teams environments for all users.
- **Antivirus, AntiSpam & Antispyware Protection:** Maintain PVRPD's existing defenses against security threats including phishing, malware, spam, viruses and to provide recommendations for enhancements to its existing cyber security systems.
- **On-Site Support:** When needed, the PROVIDER should have the ability to deploy onsite resources to assist in issues which cannot be resolved through remote access to in-house systems.
- **Networking Support:** PVRPD requires proactive management and monitoring of our switches, firewalls, routers and Wi-Fi systems, and other networking equipment as identified by PVRPD.
- **Security Systems Monitoring:** Provider must provide proactive monitoring and management of PVRPD's security systems, including firewalls, intrusion prevention, secure remote access, and any implementations of advanced security solutions PVRPD may utilize.
- **Vendor Management:** The Provider should be able to manage other vendors which may be contracted for by PVRPD and serve as the key point of contact unless escalated.
- **Warranty and Asset Inventory Management:** PVRPD expects the PROVIDER to maintain hardware and asset inventory that includes Desktops, Laptops, Servers, Printers/Scanners, Fax Machines, and notify PVRPD of any potential service or warranty issues. The Provider must also assist with managing the lifecycle of PVRPD devices and maintain an equipment inventory to ensure systems are always current.
- **Software Licensing Control:** Oversight of renewal of software application licensing, third-party support contracts, trusted authority SSL certificates and maintenance of appropriate documentation.
- **Procurement Management:** The Provider must assist with the selection of commercially rated equipment, order placement, order tracking, shipping, equipment returns, and sourcing and ordering of replacement parts.
- **PC Deployment:** Delivery and setup of machines on-site if unable by PVRPD support staff.
- **Desktop and Laptop Support:** Provider must include their ability to support existing and future desktop and laptop hardware. This includes maintenance and repair, replacement for failed equipment, and the acquisition and provisioning for new equipment as needed.
- **Printers, Copiers, and Scanners:** The PROVIDER must be able to support existing printers, copiers and scanner-related network-printing issues.
- **Desktop Software Standardization and Software Licensing and Upgrades:** PROVIDER must have a process for identifying standardization and management of desktop images

and ensuring that staff are using current products as well as current OS and browser versions.

- **Lifecycle Management of Hardware Units:** The Provider should have processes for end-of-life notification, replacement, and asset decommissioning/disposal.
- **Break Fixes and Installation:** The Provider should offer planned and on-call break/fix services, including emergency response to server issues.
- **Move, Add, Change (MAC):** PVRPD is looking for the Provider to help with any changes to the location, configuration of existing equipment or software, and installation of additional equipment or software as needed.
- **Mobile Device Support:** In addition to laptops and desktops, some staff use tablets. The PROVIDER will need to support secure provisioning (and ongoing support of that provisioning) of any mobile device into the company network.
- **Reporting:** The Provider should provide relevant reporting not only based on their performance from a help desk perspective but also regarding system health, uptime, and assist in keeping an accurate hardware inventory to inform ongoing planning of maintenance, warranties, and refresh schedules. Please recommend a level and frequency of reporting, with reference to experience, that has worked well for previous/existing clients.
- **Technology Strategy Planning:** The Provider will work with PVRPD staff to develop a long-term strategic technology plan that specifically defines needs and costs. The plan will take advantage of new and existing technologies to produce a pragmatic and effective future roadmap that enables the organization to fulfill its overall mission plan.
- **Account Management:** The Provider must offer an internal escalation process in tandem with PVRPD to ensure the ability to have multiple points of contact available if needed depending on the items or issue encountered.
- **Project Management:** The Provider should be able to offer project management and technical engineering resources to assist with technical projects as identified by the Provider or PVRPD.
- **Solution Design:** The Provider must provide solution packages (e.g., hardware, software, licensing) and associated consolidation of data.
- **Service Levels:** It is anticipated that PVRPD and the Provider will coordinate on the development of objectives and expected levels of service and that the PROVIDER will report back to PVRPD these levels of service on a regular basis.
- **Hosting:** The Provider should offer services relative to hosting or co-location of equipment, either directly or through partners.
- **Onboarding of PVRPD Staff:** On occasion, District staff turnover will involve new PVRPD staff being assigned the role of onsite IT support. The Provider must have processes and procedure in place for onboarding PVRPD team members who acts as onsite IT support to get them up to speed in a timely and efficient manner if the need arises.
- **Compliance:** The Provider must use systems that comply with published Payment Card Industry Security (PCI) Standards. In addition, the Provider should also support rules and regulations as provided by relevant governing organizations as identified by regulatory or grant based requirements.
- **Scalability:** The Provider must be able to offer a model where scaling up or down from a systems and cost perspective is simple and nimble.

- **Multi-Factor Authentication (MFA):** Provider should be able to provide and manage a Multi-Factor Authentication (MFA) solution to provide an easy-to-use method to verify user identities at login and to protect logins with multi-factor authentication.
- **Vulnerability Testing:** The Provider should offer vulnerability tests, both internally and externally, to determine what flaws and potential threats exist from the outside, or perimeter, of PVRPD's IT and OT networks.
- **Managed Security Operation Center (SOC):** The Provider should offer Managed SOC-as-a-Service to monitor PVRPD's environment and ensure proactive detection and response to threats, intrusions, and attacks.
- **Special Projects:** The Provider should offer support as needed in the planning, development, and execution of special projects related to Informational and Operational Technology.
- **Presentations:** From time-to-time, the Provider may be required to develop and present presentations to PVRPD's Board of Directors for informational purposes related to IT/OT plans and projects.

District staff intends to work closely with the selected consultant throughout this process to refine the scope of work as is appropriate to complete the objectives of the assessment.

## Proposal Submittal Requirements

1. Questions: Inquiries concerning the RFP should be addressed on or before 2:00 p.m. January 24 to:

**Dylan Gunning, Administrative Analyst at [dgunning@pvrpd.org](mailto:dgunning@pvrpd.org)**

Proposal Submission: This Request for Proposals (RFP) cannot identify each specific task required to successfully implement this project. The District relies on the experience, professionalism, and competence of the proposing firm to be knowledgeable of the general areas identified in the project description and of professional expectations for this sort of work. This includes but is not limited to required tasks and subtasks, personnel commitments, work hours, direct and indirect costs, etc. to complete the tasks and subtasks.

*Unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective response to the solicitation are not desired and may be construed as an indication of the consultant's lack of cost consciousness. Elaborate artwork, expensive paper, and expensive visual and other presentations are neither necessary nor desired.*

2. Four (4) copies of the proposal, plus an electronic version must be submitted containing the following elements:
  - Cover letter

- Previous project history, including the firm's specific role in the project. Include key personnel that worked on each project listed for the firm. A firm must include in its proposal a complete disclosure of any alleged significant prior or ongoing contract failures, any civil or criminal litigation or investigation pending which involves the firm or in which the firm has been judged guilty or liable within the last five (5) years. If there is no negative history to disclose, the firm must affirmatively state in its proposal that there is no negative history to report.
- A brief narrative that indicates the management structure of the firm, tenure of management, and ownership of the firm.
- The resumes of professional personnel who will be working on this project and their specific responsibilities. The firm's project manager, who will be responsible for planning, coordinating, and conducting the majority of the work, must be identified and committed to the project. The District must approve changes to key personnel committed to work on the project subsequent to award of contract.
- A narrative briefly describing the proposed approach, using general descriptions for the activities and how this approach will ensure timely completion of the project. Also, supply a workflow diagram with performance milestones and relative time frames for completion.
- A summary and description of the methodologies that will be utilized to accomplish the overall goal of this project.
- A client reference list from previous projects of similar scope and magnitude. The list should include key personnel, contact information, and their position within the agency.
- A hyperlink or hardcopy of similar projects completed by the firm.
- An itemized cost proposal for each task and subtask with a schedule of the firm's hourly rate. This must be included in a separate sealed envelope.
- A disclosure of all personal, professional, or financial relationships with any officer or employee of the District.
- Completion of Attachment A & Attachment B.

Failure to comply with the terms of this provision may disqualify any proposal. Late submissions after the deadline will not be accepted. The District reserves the right to reject any proposal based upon the firm's prior documented history with the District or with any other party, which documents, without limitation, unsatisfactory performance, adversarial or contentious demeanor, significant failures to meet contract milestones or other contractual failures.

## Firm Selection Process

Each proposal will be reviewed to determine if it meets the submittal requirements contained within this RFP. Failure to meet the requirements for the RFP can be cause for rejection of the proposal. The District may reject any proposal if it is conditional, incomplete, or contains irregularities. The District may waive an immaterial deviation in a proposal, but this shall in no way modify the proposal document or excuse the consultant from compliance with the contract requirements if the consultant is awarded a contract. The District will evaluate all proposals and may elect to set up interviews to help identify the most qualified firm. The proposals will be evaluated on a variety of factors including but not limited to:

### **Past Performance Record**

Experience in work of similar complexity and scale. Efficiency and timeliness in completion of projects. Experience in projects completed for public entities.

### **Staffing Capabilities / Technical Competence**

Familiarity with applicable codes and regulations. Training and proven expertise in the area of work required.

### **Approach to Work**

Methodology to be implemented to address and coordinate the various elements within the project.

### **Quality Control**

Demonstrated ability to provide professional-level deliverables, accurate and qualified research and narrative writing style that meets professional and District standards.

### **Ease of Use**

Final report shall contain enough technical detail to satisfy District staff, but also contain summaries and figures that will easily communicate its message to elected officials and the public.

### **Creativity**

The District recognizes the complexity of this project and encourages the creativity in firms to accomplish the overall goal of this project.

### **References**

The District will contact the references of the top proposals and will use that information in the evaluation and selection process.

### **Fee**

Fees charged in the proposal will be considered along with other proposal evaluation factors.

## Right to Reject

The District reserves the right to accept and or reject any or all proposals submitted, and or request additional information from all proposers. The District also reserves the right to modify, any aspects or waive any irregularities, terminate, or delay this RFP, the RFP process, and or the program, which is outlined within this RFP at any time if doing so would serve the interest of the District. Contract award will be made at the sole discretion of the District based on evaluation of all responses.

## Project Schedule

RFP Schedule		Date/Time
1	District Issues RFP	January 10, 2022
2	Deadline for Written Questions	January 24, 2022
3	District Issues Responses to Written Questions	January 28, 2022
4	Deadline for Submitting a Proposal	February 7, 2022 @ 2pm
5	Short-list Vendor Interviews and Presentations	February 14 –28, 2022
6	Authorization of Award to Most Responsive Vendor	March 7, 2022
7	Contract Negotiations	March - May 2022
8	Project Start Date	July 2022

## Additional Information

All responses to this RFP will become the property of Pleasant Valley Recreation and Park District. All proposals and any subsequent contract will be subject to public disclosure per the “California Public Records Act,” California Government Code, sections 6250-6270, once the District has awarded the contract resulting from this solicitation.

The District will review and evaluate all proposals. The District reserves the right to request one or more oral interviews of any respondents prior to the final selection. The District assumes no liability for any cost incurred by any firm in the preparation of its proposal in response to this RFP, or presentation of the proposal or subsequent interview(s), nor for obtaining any required insurance. The District reserves the right to negotiate all final terms and conditions of any contract as necessary to more closely match District needs.

# Attachment A

*[PROVIDER’s completing the RFP must fill out this section.]*

## RFP Response Form: Corporate Information

Please provide the following information about your company.

1.0 Company Profile		
1.1	Company Name	
1.2	Company Address	
1.3	Contact Information (Party responsible for responding to this RFP)	
1.4	Company Webpage	
1.5	Main Products / Services	
1.6	Main Market / Customers	
1.7	Number of Years in the Market	
1.8	When did you first start providing similar solutions?	
1.9	Company location(s)	
1.10	Number of Employees	
1.11	Number of Employees in Account Management	
1.12	Number of Employees in Technical Support	
1.13	Notable Acquisitions	
1.14	Key Business Partnerships	

# Attachment B

*[PROVIDER’s completing the RFP must fill out this section.]*

## RFP Response Form: Technical Questions

Please provide responses to the questions below to the best of your ability.

<b>1.0 General</b>	
<b>1.1</b>	<b>Q. What are the general types of organizations your clients represent?</b> A.
<b>1.2</b>	<b>Q. Why do you believe that you are a good fit for our organization?</b> A.
<b>1.3</b>	<b>Q. Describe your onboarding/implementation process and approach if you were selected?</b> A.
<b>1.4</b>	<b>Q. Do you conduct Quarterly Business Reviews (QBRs) and what is the nature of those meetings?</b> A.
<b>1.5</b>	<b>Q. How do you typically work with IT Management as clients who have staff members?</b> A.
<b>1.6</b>	<b>Q. What do you feel your overall strengths and differentiators are?</b> A.
<b>1.7</b>	<b>Q. Do you serve clients with 24 X 7 requirements?</b> A.
<b>1.8</b>	<b>Q. What services do you offer besides the core services of a Managed Service Provider?</b> A.
<b>1.9</b>	<b>Q. What type of training do you offer either during onboarding or ongoing?</b> A.
<b>1.10</b>	<b>Q. What do you feel are your biggest hurdles to a successful relationship?</b> A.
<b>1.11</b>	<b>Q. What training resources are available for team members?</b> A.
<b>1.12</b>	<b>Q. What type of general expertise can you provide in key technology areas?</b> A.

1.13	<p><b>Q. What IT and/or Cyber Security certifications do your staff hold (e.g. MCSE, CCNA, NSE, Security+, etc.)?</b></p> <p>A.</p>
1.14	<p><b>Q. What differentiates your organization from your competitors in the marketplace?</b></p> <p>A.</p>

<b>2.0 Processes</b>	
2.1	<p><b>Q. Do you use in-house or contracted resources for services?</b></p> <p>A.</p>
2.2	<p><b>Q. Describe your process for migrating the District to your organization.</b></p> <p>A.</p>
2.3	<p><b>Q. What District resources would you require (i.e., information, data, staff resources, communication) during initial migration and on an ongoing basis?</b></p> <p>A.</p>
2.4	<p><b>Q. Outline the methods by which clients can access you (i.e. online, by phone, etc.).</b></p> <p>A.</p>
2.5	<p><b>Q. Describe the escalation and account management process.</b></p> <p>A.</p>
2.6	<p><b>Q. Where is/are your support center(s) located?</b></p> <p>A.</p>
2.7	<p><b>Q. How involved is your team with creating project plans/testing during technical projects?</b></p> <p>A.</p>
2.8	<p><b>Q. Do you follow Information Technology Infrastructure Library (ITIL) or other processes aligned with industry-standard practices?</b></p> <p>A.</p>
2.9	<p><b>Q. Do you participate in drills or tests i.e. Disaster Recovery, Incident Response, etc.?</b></p> <p>A.</p>
2.10	<p><b>Q. How do you notify users of maintenance windows or system outages?</b></p> <p>A.</p>
2.11	<p><b>Q. What types of diagrams would you typically create/maintain?</b></p> <p>A.</p>

2.12	<p><b>Q. Do you offer knowledge bases for common issues and how are they utilized?</b> A.</p>
2.13	<p><b>Q. How often do you conduct Disaster Recover (DR) testing?</b> A.</p>

<b>3.0 Technology</b>	
3.1	<p><b>Q. What types of monitoring agents would you use for end-user devices?</b> A.</p>
3.2	<p><b>Q. What is the back-end help desk system you use?</b> A.</p>
3.3	<p><b>Q. Do you offer managed firewalls or other managed technology?</b> A.</p>
3.4	<p><b>Q. Do you offer Mobile Device Management (MDM) or other mobile management technology?</b> A.</p>
3.5	<p><b>Q. Do you offer a Security Information and Event Management (SIEM) or other security-based technology?</b> A.</p>
3.6	<p><b>Q. Do you have tools to provide system uptime metrics?</b> A.</p>
3.7	<p><b>Q. What tools do you use for network monitoring?</b> A.</p>
3.8	<p><b>Q. What tools do you use for system monitoring or general health level of end-user devices?</b> A.</p>
3.9	<p><b>Q. Do you offer or partner for laptop encryption?</b> A.</p>
3.10	<p><b>Q. If hosting/co-location is an option please describe details of option i.e. services, vendor partners, etc.</b> A.</p>

<b>4.0 Support</b>	
<b>4.1</b>	<p><b>Q. Describe fully your technical support options including the assistance request process, escalation process, support hours, response times, staffing levels, staff expertise, and physical location of the help desk.</b></p> <p>A.</p>
<b>4.2</b>	<p><b>Q. Please provide details on your standard reporting capabilities.</b></p> <p>A.</p>
<b>4.3</b>	<p><b>Q. Describe any documentation and support (e.g., user manuals, online help, interactive demos, web-based seminars, and online knowledge base) that will be available, both from the technical perspective and the end-user perspective.</b></p> <p>A.</p>
<b>4.4</b>	<p><b>Q. What options are available for user training and technical training that may be required by staff?</b></p> <p>A.</p>
<b>4.5</b>	<p><b>Q. How do you monitor customer satisfaction and quality assurance on an ongoing basis and how might PVRPD benefit from this process?</b></p> <p>A.</p>
<b>4.6</b>	<p><b>Q. PVRPD’s user base varies considerably in its level of technical sophistication. Please describe your experience in successfully supporting users that may be remote and possess limited technical skills.</b></p> <p>A.</p>

<b>5.0 Pricing &amp; Contracts</b>	
<b>5.1</b>	<p><b>Please attach cost estimates and worksheets to support estimates. Itemize non-recurring and recurring costs. Recurring costs should be quoted as per user per month costs. Other pricing models may be provided as an option.</b></p>

<b>6.0 References</b>	
<b>6.1</b>	<p><b>Please provide at least three references for customers with similar operations to the proposed solution. Include contact names, phone numbers, email addresses and industry.</b></p>